



Policy Innovation Model Integrated Village Program in Sukaraya Village, Bone-Bone, North Luwu District

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ABSTRACT

The study aimed to find out the diffusion of integrated village independent innovation (independent integrated village case study in North Luwu district). The informants in this study consisted of 3 people. The type of this study used was a qualitative approach, namely a study that using holistic-conceptual symptoms obtained through the results of collecting data from a natural background as a source with the instrument itself with the type of phenomenological research, that was a study conducted through exposure and experience experienced by informants with support qualitative data. The data collection techniques used were observation, interview, and documentation. The results of the study showed that the diffusion of independent integrated village innovation four indicators namely, innovation, communication channels, timeframes, and social systems do not work well and effectively on the implementation of independent integrated village innovation.

Key word: *Innovation, Policy*

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1. INTRODUCTION

Policy implementation is an effort to implement policy decisions (Mustari et al., 2021). In a public policy, the government is not only required to solve social problems that exist in the community to achieve common goals, but the government also has to make a new policy, the government is required to make innovations in its policies to get better results and use methods that are new to policy (Aggeri, 1999; Gupta & Barua, 2016).

Innovation and policy in the public sector are two terms that complement each other. Every policy, in principle, must contain new innovations (Rahman et al., 2020). The innovation is an idea, an idea that has just been carried out in government, whether it has just been created or the result of the adoption of an existing policy, however, it will only be applied to the government or bureaucracy that has never implemented it (Schick, 2003; Windrum, 2008).

There are two innovation models, namely the “top-down innovation” model and the “bottom-up innovation” model. The first model is an innovation that comes from above or that is created by the government. The second is an innovation created by ideas, creations, and own initiatives by non-governmental institutions (Arundel et al., 2015; Rizal, 2012). The benefit of innovation is to develop a policy that is old and has no changes in society (Soetomo, 2006; Spielman, 2005).

In the Big Indonesian Dictionary, the policy is defined as a series of concepts and principles that become the outline and basis of a plan in the implementation of a job, leadership, and way of acting (about government, organization, etc.); a statement of ideals, goals, principles, and guidelines for management in achieving goals. According to Thoha (in Ramdhani & Ali, 2017) public policy has two aspects, namely:

1. The policy is a social practice, policy is not a single or isolated event. Therefore, the policy is a result of the government that is made and formulated based on events that occur in society. it can grow in the practice of people's lives and is not an event that stands alone, isolated, and foreign to the community.
2. The policy is a response to events that occur, both in creating harmony from the parties to the conflict, as well as in creating incentives for joint action for parties who are treated inappropriately for the joint effort.

Innovation is an idea, idea, or something new that exists in the community, whether it is a product, service, technology that has just been discovered and has never existed before, while the policy is an authority that is owned by the government, whether it is implemented or not implemented. a policy (Sundbo, 1998).

Conceptually, policy innovation is divided into several (Sururi, 2018);

- a. Product/service innovation: changing the shape and design of a new product or service or updating an existing service.
- b. Service process innovation: further quality improvement and refers to the incorporation of organizational changes, procedures, and policy requirements to innovate.
- c. Service method innovation: new changes to customer relationships or new ways of providing service.

- d. Policy innovation: refers to the new vision, mission, goals, and strategies.
- e. System innovation: an updated method of interacting with other actors. with changes in governance.

Another important aspect in the study of innovation is related to the level of innovation that reflects its type, and the impact of the innovation described by Mulgan and Albury ranges from incremental, radical, to transformative (Mirnasari & Suaedi, 2013).

- a. Incremental innovation means innovation that brings small changes to an existing process or service. Generally, most innovations are at this level and rarely bring about changes to organizational structures and organizational relationships. However, incremental innovation plays an important role in small reforms that can be implemented continuously and supports service knitting that is responsive to local and individual needs and supports value for money.
- b. Radical innovation is a fundamental change in public services or introducing completely new ways of organizing and service processes. This innovation is rarely carried out because it requires considerable political support. In this case, radical innovation is intended to bring about real and good improvements in the performance of public services in meeting the expectations of long-neglected service users.
- c. Transformative or systemic innovation will bring about changes to the structure of work and organizations by changing all fields and dramatically changing organizations. This type of innovation takes a longer period of time to achieve the desired results and requires fundamental changes in the social, cultural, and organizational structure.

There are two categories of innovation expressed by Muluk (in Firmanda, 2015), namely:

- a. *Sustaining Innovation* (continuous innovation): is an innovation that brings new changes but still based on the conditions of services and systems that have been running or existing products.
- b. *Discontinuous innovation*: is an innovation that brings about completely new changes and is no longer based on pre-existing conditions.

Based on the circular issued by the North Luwu district government No: 50/120/Pem-MM-Bappeda/2017 Regarding Submission of the Paelop of the Integrated Independent Village Project (Sukaraya Village, Bone-Bone District, Wonokerjo Village, Sukamaju District, Mario Village, Baebunta District).

After seeing the link between innovation and independent integrated village policies in North Luwu district, in the innovation process there are three main elements, namely: 1) Process innovation, 2) Method innovation, 3) Product innovation.

2. METHOD

The time of the study lasted for 2 months. The type of research that is descriptive qualitative is research conducted to find out how much the value of the independent variable is, either on one variable or independently without making comparisons, and connecting to other variables.

The type of research used is descriptive, namely, research that uses descriptive data in the form of words, writing, and verbal from observable actors (Soendari, 2012). For the needs of data collection, researchers collected primary data and secondary data. The informants in this study were the Regent of North Luwu Regency, the Sub-district Head of Bone-Bone, the Head of Sukaraya Village who were related to this research. In collecting data used observation, interview, and documentation techniques and in analyzing the data using data analysis techniques from observations and interviews. Meanwhile, for data validation, three triangulations were used, namely, source triangulation, time triangulation, and technical triangulation.

3. FINDINGS AND DISCUSSION

PROCESS INNOVATION

Result The innovation-decision process is a process that is traversed (experienced) by individuals (other decision-making units), starting from first knowing the existence of innovation, then continuing with a decision to agree to the innovation, making a decision to accept or reject the innovation, implementing the innovation, and confirming the innovation-decision made. has taken (Kristiawan et al., 2018). The main characteristic of innovation decisions and their differences from other types of decisions is that they begin with uncertainty about something (innovation).

Based on the process innovation indicators on the integrated independent village program policy innovation model carried out by the North Luwu district government, regarding standard operating procedures and procedures in implementing the program, namely based on interviews which said that:

"...Regarding operational and management standards, there must be differences in the implementation of this integrated independent village program, because it is expected that the implementation will be much better than before and if the operational standards are the same as before, why is this program present if in fact there is no difference in standards? Operational and management are of course operational standards, although there are similarities, they must be even more so than the previous ones, as possible if previously the operational standards were visits to villages that were included in the list of integrated independent villages, regular visits, but after entering the list of integrated independent villages there were special visits I think that's what the government is doing..." (IPI as North Luwu Regent, 17 October 2019)

However, it is slightly different from what is stated that the operational and management standards are:

"...there is indeed an update on the policy of this integrated independent village program, but for the matter of operational standards, it may be almost the same as before. The only difference here is that the implementation procedure is slightly different..." (SHD Head of Bone-Bone Sub-district, 14 October 2019)

The interview above shows that the local government, especially as the stakeholder of the North Luwu Regent, in terms of generating ideas, wants results that are significantly different from the previous program, both in terms of operational standards and

management, while according to the sub-district head in charge, this program is not much different from the previous operational standards. The SDH interview was further strengthened by the statement:

"... if I think the deck is the same, it's just that the program is different, but so far the operational standards are the same as before. If I say this, the name is different here..." (STO as the Head of Sukaraya Village, October 15, 2019)

So based on the interview above, it can be concluded that related to operational standards and implementing policies, this integrated independent village policy program is not in accordance with what it should be. The Regent of North Luwu as the initiator of the program certainly hopes for more, but the technicalities between the sub-district and village areas are not appropriate so that there are no differences in operational standards with previous programs that already exist.

Based on the process innovation indicators in the integrated independent village policy set by the North Luwu Regency government, related to what the operational standards and management carried out during the innovation process, the North Luwu Regent explained a little of the operational standards of the integrated independent village policy, namely:

"...For this operational standard, there are only slight additions because this is a new program and only focuses on three villages that are designated as integrated independent villages, all agencies are involved as for the operational standards themselves such as making plans with all local government apparatus, then drafting - the preparation of the activity agenda, and the coordination of coordination between all agencies as well as the technical implementation, the implementation procedure is also like that, the intensity of coordination which is further moved to increase synergy and be able to accommodate all aspirations. For all local government agencies to focus on building the three villages and not be separated from other tasks as well..." (IPI Regent of North Luwu, 17 October 2019).

Furthermore, based on an interview conducted with the Bone-Bone Sub-district Head, said:

"So we just follow the SOP from the regional government, if the regional government has set operational standards and the implementation procedure is like that, we just follow it, for example, we must visit villages that are designated as integrated independent villages, as long as it doesn't violate the rules of the SOP itself, I think no problem." (SDH Head of Bone-Bone Sub-district, October 14, 2019).

Based on the interview, it can be seen that the local government for operational standards and management itself involves various agencies to work, as well as synergize to implement the program and the sub-district works according to the operational standards set by the local government, while based on interviews conducted together with the Head of Sukaraya Village said that;

"... Operational and management standards, as usual, formally, like some other programs, usually they visit the village, see what has been done, then I am also usually called by the bupati or the head of the office. for a meeting in the district, maybe that's all..." (STO as Head of Sukaraya Village, 15 October 2019)

Based on the innovation process indicators in the integrated independent village program policy by the North Luwu Regency government regarding the updating of operational standards and procedures carried out during the innovation process, interviews conducted by researchers with the North Luwu Regent regarding this said:

"...this is how the procedural reforms are carried out if needed during the process of implementing the innovation, but so far there have been no changes or updates that we local governments have carried out. Because we consider that the existing procedures have been planned very carefully and take into account all the possibilities and aspects that exist in the community, so that there are no procedural changes to date because yes, all the existing procedures are easy to accept. the village government and the people who were there..." (IPI North Luwu Regent, 17 October 2019)

Furthermore, the interview conducted with the Bone-Bone Sub-district Head also, in this case, said the same thing regarding procedural renewal, namely:

"...as for the renewal of the procedure, for now, I have not heard of the renewal carried out by the local government, well, and for that matter, we also don't understand because the renewal of the procedure can only be carried out by the local government itself..." (SDH Camat Bone-Bone, October 14, 2019)

Based on the interview above, procedural reforms were not carried out, but if needed, of course, they would be needed for the implementation of a good innovation process and in accordance with what was expected by the local government.

"...for renewal I don't know about it but I haven't heard of any updates and so on for procedures..." (STO of Sukaraya Village Head, 15 October 2019)

So based on the results of interviews from all of the informants above, it can be concluded that the Operational Standards and the procedures for implementing the innovation process itself, namely the operational standards and management are not much different from the operational standards of policies that were previously, but there are slight additions to improve quality as well as the implementation procedures. and as for one of the operational standards applied to this innovation, namely making joint plans with local governments, preparing agendas, and coordinating meetings between local governments and all agencies related to integrated independent village program policies implemented by local governments.

METHOD INNOVATION

The method comes from the Greek word, namely metha, through or through a path or way that must be passed to achieve a certain goal. Sanjaya (2019) defines a method as a method used to implement plans that have been prepared in real activities so that the goals that have been prepared are achieved optimally.

Based on the innovation method indicators in the integrated independent village government policy related to the specific differences between the integrated independent village program and the village program in general, through interviews conducted by researchers with the North Luwu Regent explained that the differences in this integrated independent village program are:

"...the special difference with village programs in general here does not mean discriminating but this program is appointed to be studied so that if in the future the results are good we can also apply it in other villages, the difference is that other village programs are not all agencies There may only be one or two SKPD involved, but if this integrated independent village is all agencies starting from health and all of them are integrated in helping the village government for this village to be independent, it can improve its welfare both in all fields, it is a difference, especially this integrated independent village program with the villages in general..." (IPI North Luwu Regent, 17 October 2019)

Furthermore, a joint interview with the Bone-Bone Sub-district Head said that:

"...I think for a special difference, maybe this program focuses more on the three designated villages, one of which is Sukaraya village, which is really directed and closely assisted by the local government as far as I know..." (SDH Sub-district Bone-Bone, October 14, 2019)

Based on the interview above, it is stated that the difference between this integrated independent village program and village development programs in general lies in the development itself because all service agencies in the North Luwu area are all moving to provide programs for this integrated independent village as well as more serious assistance in village programs. integrated self. Meanwhile, according to the narrative of the village head Sukaraya said that:

"...for the differences individually, we explained that with this local government we were helped to become independent, helped rebuild BUMDES, assisted how we could manage villages to improve welfare not only the level of welfare in the economic field but also health and education. alone..." (STO of Sukaraya Village head, 15 October 2019)

So based on the results of the interview above, it can be concluded that the special difference between this integrated independent village program has its own characteristics compared to existing and implemented village programs, this integrated independent village, all North Luwu SKPD work together in an integrated manner to build three villages that have been designated as independent villages. This is integrated, while for village programs, in general, only a few SKPDs are involved in their development.

Based on the indicators of the innovation method, the policies carried out by the North Luwu government regarding the community's response to the innovation method through interviews conducted with North Luwu said that the community's responses were:

"...the community's response to the innovation method, especially in the application of this innovation itself is also not easy I think, at first the village community may also be confused and do not accept this, but we explain what the advantages of this integrated independent village program will be, what are the prospects for the future, if succeeded in whatever could be improved, then finally the response that was previously not good and there was a refusal thank God now they accept..." (IPI North Luwu Regent, 17 October 2019)

Furthermore, based on the results of interviews conducted with the Head of Bone-Bone Subdistrict, he said that:

"...The response from the community is very supportive, besides increasing their income, the community can also come into contact and be directly involved with the village government..." (SDH Head of Bone-Bone Sub-district, October 14, 2019)

Based on the interview above, the community response is good, although there has been a rejection of the innovation, with the explanation given, the community can accept the innovation well. Meanwhile, based on the narrative of the village head, namely:

"...actually the villagers here for development are very receptive, then the people here don't bother so they just accept it, there was a rejection because yes we were a bit surprised because there were only a few villages that we're afraid to be used as guinea pigs..." (Village head STO, 15 October 2019)

Based on the overall interview above, it can be concluded that the indicators of the innovation method based on the strategies and techniques carried out actually do not use new techniques but rather a more appropriate strategy to build an integrated independent village, and the difference from this integrated independent village to villages, in general, is village development. This integrated independent village is the result of the collaboration of all SKPDs of the North Luwu district government, villages, in general, the program usually only involves a few SKPD, but in this integrated independent village program, all existing SKPDs must have a contribution to the development of an integrated independent village. As for some of the obstacles found in the implementation of these innovations, namely from the local government itself with uncertain activities and schedules, the independent village program schedule and the budget they have sometimes have obstacles, while the sub-district and village governments themselves are lacking resources in the implementation process. Humans who understand this integrated independent village program themselves and for their own supporters, namely SKPD who can support the implementation of this integrated independent village program themselves. While in the sub-district and village governments themselves, there is still a lack of human resources who understand the integrated independent village program itself and for its own supporters, namely SKPD, which can support the implementation of the integrated independent village program itself.

PRODUCT INNOVATION

Innovation is a product or service perceived by consumers as a new product or service. In simple terms, innovation can be interpreted as a breakthrough related to new products (Sinurat et al., 2017). However, Kotler & Armstrong (2004) added that innovation is not only limited to developing new products or services. Innovation also includes new business thinking and new processes.

Based on product innovation indicators in the policies carried out by the North Luwu government, regarding this program being able to produce better goods and services, based on interviews conducted with the North Luwu Regent said that: "...There must be goods and services that are produced. the local economy of the community itself, from here the village has BUMDES, now this function is to produce products such as community empowerment, training is made using housewives who do not have activities, the results of the training will be accommodated in BUMDES, if services, for now, we do not have .." (IPI Regent of North Luwu, 17 October 2019)

Furthermore, based on the narrative of the Bone-Bone sub-district head, namely:

"...village communities are very able to produce products, such as home-based businesses such as chips. We provide training so that they can manage vegetables, we facilitate vegetable seeds, then we facilitate training to make these vegetables into crackers and tools for wrapping so that people can produce local products.." (SDH Head of Bone-Bone Sub-district, 14 October 2019)

Based on the interview above, the process innovation in the integrated independent village program also produces products for the village community and can be managed by itself through the facilities provided. Similar to the statement above, the Sukaraya Village Head said that:

"...indeed we have product results because assistance from both the regional and sub-district governments has the training to improve the economy, namely by producing their own products..." (STO Head of Sukaraya Village, 15 October 2019)

So based on the interview above, the integrated independent village program on product innovation certainly has products that are produced based on the training and facilities provided to improve the quality of the community and be able to improve the economy of the village community.

4. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Conclusions Based on the results of interviews from all of the informants above, it can be concluded that the Operational Standards and procedures for implementing the innovation process itself, namely the operational and management standards are not much different from the previous policy operational standards, but there are slight additions to improve quality as well as the implementation procedures, and as for One of the operational standards applied to this innovation is making joint plans with local governments, preparing agendas, and coordinating meetings between local governments and all agencies related to the integrated independent village program policy implemented by local governments.

As for the interview results from the indicators of the innovation method, based on the strategies and techniques that were carried out, they did not actually use new techniques but rather a more appropriate strategy to build an integrated independent village, and the difference from this integrated independent village to villages, in general, is the development of this integrated independent village. is the result of cooperation from all SKPDs of the North Luwu district government, villages in general in the program usually only involve a few SKPD, but in this integrated independent village program all existing SKPDs must have a contribution to the development of integrated independent villages.

Based on the results of the overall interview from product innovation indicators, of course, it can produce better goods and services even though there are currently no services, but it does not grow significantly because the focus of the independent integrated program is not only economic growth but social welfare and health education. which must be even. Meanwhile, in the new case, the village community produces products such as snacks, souvenirs, and home decorations,

As for the inhibiting factors that can be found related to the Policy Innovation Model of the Independent Integrated Village Program in Sukaraya Village, Bone-Bone District, North Luwu Regency, namely; 1) Insufficient budget system so that it is quite difficult for local governments to move more freely to reach the integrated independent village program as a whole, 2) Lack of quality human resources in the ability to implement technically and non-technically integrated independent villages, 3) According to the village government In addition to the lack of quality human resources, there is also a lack of community understanding of the integrated independent village program so that the level of community participation in implementing the program is low. Meanwhile, the supporting factors of this program are; 1) The synergy of the local government with all OPD, sub-district and village governments so that they are able to implement the program, 2) The community is permissive to any policies from the government to improve the welfare of their villages so that it is not difficult to implement the Integrated Independent Village program.

SUGGESTIONS

The suggestions from researchers related to the Policy Innovation Model for the Independent Integrated Village Program in Sukaraya Village, Bone-Bone District, North Luwu Regency are as follows: 1) The government should intensify training in improving the quality of human resources in the integrated independent village program, 2) The government should prepare tools that can be accessed openly by the community in monitoring the development of integrated independent village program innovations, 3) The government should conduct socialization to introduce independent integrated village programs in community empowerment in detail and clearly, 4) Communication and government coordination are needed to develop businesses small community and focus on all aspects.

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